Approved For Release 2004/05/05 : CIA-RDP55-001100000100020004-9



Approved For Release 2004/05/05: CIA-RDP55-00110A000100020004-9

Security Information

OVB Muse

File

OFFICIAL REPORT

on the

TENTH AGENCY ORIENTATION COUPSE

boeumer	rt No.	3			
NO CHAI	NGE 11	Class	· 🗷		
DEC!			TS	e	c
Class.				J	·
	DDA I	Memo, 4	Apr 77		
		REG. 75	<u>/</u>		T
Date:	130	<u> </u>	_ by =		

Approved For Release 2004/05/05 : CIA-RDP55-00110A000100020004-9 Security information

TABLE OF CONTENTS

I.	INT	RODUCTION
II.	FOR	MAT OF PROGRAM
III.	EVA	LUATION
	1.	General Comment
	2.	First Day (BACKGROUND)
	3.	Second Day (SUPPORT AND COORDINATION)9
•	4.	Third Day (THE PRODUCTION FUNCTION)
	5.	Fourth Day (CIA IN TODAY'S WORLD)
IV.	RIO	COMMENDATIONS
v.	APF	RECIATION
	SIL	PLEMENT Attached

Security Information

OFFICIAL REPORT

on the

TENTH AGENCY ORIENTATION COURSE

I. INTRODUCTION

The Tenth Central Intelligence Agency Orientation Course was conducted by the Office of Training in the U. S. Department of Agriculture Auditorium on Tuesday, Wednesday, Thursday, and Friday, May 5, 6, 7, and 8, 1953. This was the sixth Agency Orientation Course conducted under Regulation ______ directing that such programs be held once every three months.

II. FORMAT OF PROGRAM

1. Logical Subject Matter Breakdown

The four-day program was divided on a functional basis into:

- a. What we are (BACKGROUND).
- b. Our basic and broad responsibilities (SUPPORT AND COORDINATION),
- c. What we do in more definite areas of responsibility (THE PRODUCTION FUNCTION)
- d. The intelligence patterns of other nations plus the program climex (CIA IN TODAY'S WORLD).

This approach has continued to serve our purposes with a degree of clarity and cohesiveness which has proved very satisfactory. Furthermore, since the quarterly Orientation Courses continue to be attended by persons who have had much practical experience "on the job" in various offices throughout the Agency, the functional discussion of the major components of the intelligence process appears to be most appropriately tailored to their needs.

2. Key Policy Personality

The opening of the four-day program by the Director of Training together with the presentation of our key policy personality

Security Information -2-

on the first day was repeated from the initiation of this approach at the Ninth Course.

3. Attendance Control

As an ease to checking on attendance, we adopted a color control so that the card for each day was printed on a distinctive color.

4. Visual Aids

Much work was done on the visual aids used throughout the Course since we had the opportunity of incorporating the ideas received from one of the persons of the Graphics Division, ORR, who attended the Ninth program and made detailed technical criticisms of each visual aid used on that occasion.

5. Particular Differences from the Ninth Course

Subjects

- a. THE IAC IN OPERATION was dropped because of its tendency to duplicate much of what is covered by others on the program.
- b. COORDINATION OF INTELLIGENCE was introduced on the basis that since "Coordination" is one of our broad responsibilities, we should attempt to examine its main ingredients.
- c. INTELLIGENCE THAT IS CALLED "NATIONAL" was eliminated at the suggestion of Mr. Abbot Smith of ONE as being too generic an approach.
- d. NATIONAL INTELLIGENCE ESTIMATES was inserted in the program as the tangible and definite climax of the production function.

						e fourth o		
from THE	IMPAC	T OF I	NTELLIC	ENCE to	GIA I	N TODAY'S	WORLD.	This
						a aomenha		
basis of	two i	ntelli,	gence s	ystems	of other	er nation	5, Viz.,	1.

25X1 25X1

Personalities

a. The Honorable C. D. Jackson

Mr. Jackson, the Special Assistant to the President of the United States in Charge of Cold War Operations, gave a presentation about his personal connections with intelligence work in general and intelligence operations in particular.

b. Lt. General Charles P. Cabell

The new Deputy Director of Central Intelligence gave an introductory message which summarized his reactions after the numerous briefings he had received throughout the Agency and then expressed some of his philosophy regarding the intelligence process.

c. Colonel Sheffield Edwards

After exerting many efforts we were at last successful through the help of the D/TR in securing the service of Colonel Edwards to expound on his own important function of Security.

d. Robert Amory

Though Mr. Amory had appeared on previous Orientation Courses, on this occasion he spoke in his new organizational capacity as Deputy Director/Intelligence and covered the broad subject, COORDINATION.

e. Otto Guthe

Mr. Guthe was on the Ninth Orientation Course as a member of the Economic Intelligence Panel. At the Tenth Course he appeared as AD/ORR and was chairman of the Economic Panel.

f.								٠
	M-[Chairman	of	the	Publications	Board,	OCI
spoke	about	the func	tions of	the	Boar	rđ.	•	

g. Abbot Smith

As a member of the Board of National Estimates, Mr. Smith covered the subject, NATIONAL INTELLIGENCE ESTIMATES.

Approved For Release Seattle of Information 55-00110A000100020004-9

25X1

Approved For Release 200 Security Information

25X1

/.

25X1	h.
25X1	Though had been on previous programs pre- senting the topic, FOREIGN INTELLIGENCE PATTERNS, this was the first time that he was with us to handle the subject,
25X1	and rather error may no man at my and any parole of
25X1	1.
25X1	for during the Minth Course. back on the program this time.

-5-

III. EVALUATION

1. General Comment

a. From the standpoint of technical production the Tenth agency Orientation Course went off more smoothly than any we have conducted up to the present time. This result is attributable in large measure to the work of Mr. _______ in his prior dealings with all of the offices in the Agency and in his successful acquiring of helpers from various offices to assist in accomplishing the manifold tasks required to make the program click.

b. Because of the marked weakness of the first section of the third day's program (Economic Intelligence Panel and Current Intelligence), I am inclined to rate the Tenth Course in a lower echelon than the Ninth Course. Our frank recognition of this deficiency gives us our challenge to attempt to eliminate the weakness at future Courses.

c. A great source of consolation and encouragement is the reaction of oldsters (those who have been in the Agency for more than six months). Many of these people had been waiting a considerable period of time to attend one of the Orientation Courses since the priority for attendance in many offices during the past two years was given to newcomers. Such a waiting period, during which many complimentary remarks were received from those who had attended, built up an enthusiasm in the minds of many who had come to the Tenth Course. The fact that we were able to live up to their anticipations should make all of us in Training a little bit happy in our accomplishment. The kind of comment which we were glad to hear the old timers express had a type of double-barrelled ingredient: (1) that they "enjoyed the Course." and (2) that they "got something out of it." In attempting to analyze this "something" we heard many say that length of time on the job in one segment of intelligence work does have a marked tendency to blur the vision of the total task to be done, and that this program, developed on such a broad base, and beamed in a manly direction apart from the petty eccentricities and differences which create irritations between offices and persons, gave them a sense of pride upon realization of the responsibilities which others in this total intelligence function must face. Since the end of the Tenth Course, other "oldsters" have told us of their current anticipation to attend the Kleventh Course.

d. One healthy response which has developed as a byproduct of these Orientation Courses is their recognition
by responsible officials as appropriate places to express
direct and authoritative answers on subjects which pertain
to the daily function of the individual man and woman, boy
and girl throughout the Agency. By providing a platform for
frankness of expression many petty rumors can be chilled and
choked. Furthermore, our system of taking the oral express
sions and using them through the medium of the Training
Bulletin has been most welcome to the personnel of the
various Offices.

7

2. First Day (BACKGROUND)

General Comment

The opening by the D/TR putting the four-day program into its proper context of training plus the relegation of the administrative announcements to a spot right before the first BREAK was so satisfactory that we should rest definitely on this approach as a proven springboard for all future Orientation Courses.

a. OPENING REMARKS by THE DIRECTOR OF TRAINING

Though the thoughts expressed by the D/TR on this occasion were more complete than those at any previous Course, we are hopeful that he will use this opportunity in future courses to express a few more ideas about his interpretation of the scope, mission and responsibility of TRAINING in this Agency.

b. INTRODUCTORY MESSAGE

Maving known our new Deputy Director both officially and personally for quite some time. I was not surprised at his performance at the program. The mind of General Cabell and his capacity as an administrator cannot be gauged by his efforts before a large, formal audience, or a small one for that matter. His forte is behind the desk and around the discussion table. Those who came to hear him, knowing ahead of time about his platform weakness, were not surprised with his quietness and stoic rigidity. Overlooking these poor qualities of delivery, they were quite pleased with the thoughts he expressed. His remarks will be adaptable for reading and should prove very beneficial in our Training Bulletin series.

c. SPECIAL PRESENTATION

Though our special guest had a flair and tremendous capacity for winning and holding an audience, his message could have been more beneficial if he had related his ideas to the current functions and responsibilities of intelligence. One instance of what could have been done by Mr. Jackson through his entire talk was his ability to show how one piece of paper floating into the hands of one soldier was instrumental in saving the Remagen Bridge. Even though he attempted in this instance to show how an isolated and apparently insignificant item had saved a multitude of lives, he was still

-8-

talking about doing the business of psychological warfare in as "economical" a manner as possible. The story could have been used to bolster the morale of many persons working, for example, in places like FDD, OCD and in many other spots throughout CIA who might find it difficult to relate their particular functions to the broad responsibility of producing National Estimates. From the performance of Mr. Jackson we learned the lesson that a few minutes of appropriate briefing with our honored guests in the future would give us more related and satisfactory results as we had when the Vice President appeared on our program.

d. CIA - OUR CHALLENGE AND OUR CHARTER

(NOTE: The evaluation of the format, content and position on the program of this subject is being covered by a paragraph dictated by Mr. ______ based upon reactions which he obtained from personnel in the audience.)

permanent national intelligence structure within our government must be a part of a good CIA Orientation Program. Mr. presentation, 'CIA - OUR CHARLENCE AND OUR CHARTEP,' does just this and charts the growth of national intelligence in the last few years. Coming at the beginning of the four-day program, it elevates the mind to the subjects to be discussed later and inspires the audience to maintain and increase the calibre of the present intelligence output. The comments that I received from numerous interested people confirmed the value of this type of presentation."

e. BRIEFING OF "CIA SECURITY OFFICERS"

The manliness and sincerity of Colonel Edwards coupled with his broad approach to the subject of Security combined to make a most successful and impressive presentation. Without minimizing the previous efforts in this field by we must admit that the pattern of Colonel Edwards was most appropriate for our undertaking.

25X1

25X1

25X1

25X1

9

3. Second Day (SUPPORT AND COORDINATION)

General Comment

With little hesitation we are inclined to state that this was the best Second Day we have yet had in any of the Courses. This result was attributable to the fact that each of the four personalities did a splendid job.

ADMINISTRATIVE SUPPORT

Colonel White, in making the shortest presentation he has yet given at an Orientation Course gave us his best effort. In the past he was inclined to go into too much detail concerning each of the administrative offices and, therefore, his major points were minimized and lost in many others which were less important.

b. OVERT COLLECTION

Coming to our program from Camp Pickett, which is approximately two-hundred miles to the south of Washington, where he was acting as a Public Affairs Umpire, Mr. Richard Scammon gave us a more enjoyable and, at the same time, a more profitable presentation than that which he had done during his first appearance on our program at the Ninth Course.

c. CIA'S COLLECTION

No one on the entire program is more conscientious in attempting to give his very best than Colonel Prior to his work on this Tenth Course he listened critically to what he had said previously and visited again with persons in 00 and FI to bring himself up to date on the total picture of CIA's collection responsibilities.

d. COORDINATION OF INTELLIGENCE

On a subject which is most difficult because of its broad and intangible aspects, our Deputy Director/Intelligence did a most creditable job. He was far superior to his previous efforts as AD/ORR. The audience liked his direct and frank approach, and whether they agreed with his philosophy of co-ordination or disagreed was secondary to the fact that they had the opportunity of hearing Mr. Amory express himself on important topics in a most forthright and courageous manner.

4. Third Day (THE PRODUCTION FUNCTION)

General Comment

Because of the poor rating which we must apply to the first segment of this day's program, we're compelled to classify the day as the weakest one of the four.

a. ECONOMIC INTELLIGENCE PANEL

Remembering the ease and freedom of discussion which took place during the Economic Intelligence Penel of the Ninth Course, we regret that the product, with Otto Guthe as chairman during the Tenth Orientation Course, instead of building on the experience of what had been done previously, was very poor. Mr. Guthe's introductory statement was five times too long and was presented in the most boring fashion, full of hesitations, word whiskers, apologetic approaches and just about every other weakness in the realm of platform speaking. When Mr. Guthe joined his confreres on the panel, he still had the tendency to be too long and wordy in his answers to questions. His lack of dynamic spark pulled the quietus over whatever enthusicould muster. A chairman of any panel, wittingly or unwittingly, lends tone to what the other members of the penel do. Hence, when Robert Amory chaired this panel during the Ninth Course, caught a little of the Amory fire, spoke more briskly and presented their answers in very concrete manner. During the Tenth Orientation Course, however, joined the phlegmatic influence of Otto Guthe and, thus, their combined and individual afforts lacked the ingredients of enthusiasm and conviction to do a successful job.

25X1

25X1

25X1

25X1

25X1

25X1

b. CURRENT INTELLIGENCE

In our evaluation of the Ninth Orientation Course, we gave Mr. Sheldon a very low rating. Prior to the Tenth Course it was our impression that ir. Sheldon would say very few words and then introduce Mr. Mr. Sheldon just about repeated most of his lecture of the Ninth Orientation Course and left little time for talk about the Publications Board of OCI. was a great disappointment, and, thus, we lost little by Mr. Sheldon consuming a great portion of time. It was conspicuous into a segment of the Curto all of us that bringing rent Intelligence subject merely adds weakness to weakness. Certainly the joining of Sheldon and for two successive weak presentations is not the solution.

25X1

-11-

o. SCIENTIFIC INTELLIGENCE PANEL

The team of _______ even though individually very busy men, take to this panel program with a marked degree of anticipation and zest. Since the formation of this scientific discussion team at one of our previous. Orientation Courses, the group has appeared at the Strategic Intelligence School where they have been received with good reaction. During the Tenth Course the opening remarks of Mr. ______ were disjointed, lacking the unity which gave them strength on previous occasions.

25X1

25X1

25X1

d. NATIONAL INTELLIGENCE ESTIMATES

When it was apparent that we could not get because of his out-of-town engagement, we had a justifiable degree of apprehension in substituting an "unknown" in Mr. Abbot Smith. However, after his acceptance of our invitation to speak, Mr. Smith took his assignment so seriously, as was indicated by his listening to the recordings of and his many informal sessions with the Orientation and Briefing Division to discuss his notes, etc., we knew he would give a creditable performance. Though he speaks in rapid fashion, he does possess a clear delivery which makes him easily understandable.

-12-

5. Fourth Day (CIA IN TODAY'S WORLD)

General Comment

25X1

25X1

Though the total program must be graded as very good, I would not rate it in audience interest and audience benefit as equal to the fourth day at the Ninth Course.

To	many of us who have heard	Γ	on several
	his remarks this time show		
	preparation which gave aut		
	his presentation. This w		

b. THE SOVIET INTELLIGENCE SYSTEM

did not match the good work he has done for us during some previous programs. He tried too hard to become a "Harry Rositzki," and when a public speaker, especially a man of mature and set ways, attempts to ape another person by adopting his substance or format, or both, his product will lack the power of persuasion and become a tiresome parroting of words.

c. INTELLIGENCE IN ACTION

Again our Deputy Director of Training (General) gave a very smooth and masterful performance in covering the subject which has become an integral part of the climax of our four-day Course. His very presence in this spot on the program is most appropriate because it shows a vast audience of our own Agency personnel that in the Office of Training we have persons who are not unrealistic academicians, but, rather, those who possess an intimate and thorough knowledge of the substantive aspects of intelligence work.

d. DCI's MESSAGE

Mr. Dulles has always brought a unique charm to these courses. On this occasion he was at his best. The thoughts he expressed were well fitted as a conclusion to our endeavors.

IV. RECOMMENDATIONS

It is recommended that:

- 1. Although our Deputy Director of Central Intelligence does not possess power of platform expression, we retain him on the epening morning for an INTRODUCTORY MESSAGE. His very presence lends stature and as people get to know General Cabell, they will listen more to what he says and be less affected by how he says it.
- 2. We try to secure the services of Colonel Edwards for our Eleventh Course. If his schedule calls for him to be in Washington at that time, I am sure that we will have little difficulty, now that the ice has been broken and we have developed special visual aids. A call from the Director of Training to Colonel Edwards should accomplish this purpose. The date is 4 August 1953.
- 3. We use Mr. Robert Amory again. Even though his schedule is quite busy, we know that he enjoys this opportunity, and the subject of COORDINATION will always lend itself to current examples which he should be in the best position to give because of his membership on the Planning Board of the National Security Council.
- 4. Although Abbot Smith did a most commendable job, we should try to get ______ back on the program in August since he has decided (or his wife has decided for him) to remain in Washington. If he will not be available, then we should be glad to get the services of Abbot Smith again.
- 5. Since our most sincere efforts to drop Mr. Sheldon to a point of brief significance met with a double dose of Sheldon—we change the format of the Current Intelligence part of the Course to a Panel discussion. Mr. Sheldon's propensity towards monosyllabic answers would go over much better at a panel, especially when his "yes" or "no" could be the basis for comment by other members of his staff who might appear with him. In switching to the panel approach we will at least retain the friendship of the persons in OCI who have helped us in the past; and because of the variety of subject matter that could be brought into such a panel, I am sure that the product could be made profitable to the audience and, at the same time, interesting.

25X1

6. We control our first impulse regarding Otto Guthe and his men. Because of their performance we might be prone to recommend "drop them." However, having known Otto Guthe for a good number of years, I am sure that we can work with him in developing better results. I feel, therefore, that he should remain on the program at least for the Eleventh Course and that we we attempt to strengthen his efforts and those of the people working with him as much as possible.

7. Even though ______did not measure up to our expectations, we know that he can do better and that we can work with him in strengthening his product for the next course.

- 8. We survey the possibility of using some female talent on the program, perhaps by making them part of some of the panels. Besides, we do have some ideas regarding individuals who might do very well.
- 9. Our Director of Training take advantage of his position on the program on the opening day to express in concrete fashion some of his basic ideas on the place of training in this Agency, some of its projects and accomplishments and make appropriate mention of current problems.
- 10. The Deputy Director of Training (General) continue to handle the important subject of INTELLIGENCE IN ACTION. We suggest that the presentation contain less of the substantive evaluation approach and relate more to what is done by individuals in various offices who want to know how their seemingly minor contributions are really integral parts of a composite work of importance.
- 11. Even though we of the Orientation and Briefing Division were somewhat upset by being unable to obtain sufficient help from the Office of Training to assist in the multitude of details which accompany the daily staging of the Orientation Courses, we continue to seek and use the help of persons from other offices. With present hindsight we are glad to acknowledge that the offices throughout the Agency were pleased to participate, and their being with us gave the Course a flavor of being part of an entire Agency endeavor even though conducted by the Office of Training. Therefore, it is felt that by using the proper approach in seeking such assistance, we will make many friends when persons from the offices work with us closely for four days and leave with a better understanding of what we do in the Office of Training.

V. APPRECIATION

- 1. In every official report made to the D/TR regarding these Orientation Courses I have always inserted a note of thanks to the Director of Training for his support. Never was this more appropriate than before and during the Tenth Course. His encouragement and manly cooperation have made what could be difficult and discouraging situations a composite of most interesting work.
- 2. To our Deputy Director of Training (General) we are also glad to express our thanks for his willingness to assist us whenever we called upon him.

25X1

25X1

25X1

25X1

3. To the new Orientation team of
and goes an official note of gratitude for
their patience, long hours, and wholesome attitude toward
everything that was done to make the Tenth Agency Orientation
Course a success. In particular, the work of Mr. was
a significant success. In working on the scheduling of per-
sonnel, on the allocation and re-allocation of space, and a
myriad other items he evolved a system of such efficiency that
it has merited being retained in written format as a guide
for all future programs. Fortunate indeed were we to secure
the services of Mr. His work was so thorough that
the attachment to this report for the first time shows only
actual attendance figures instead of allocations of numbers
and actual attendances as in the past. The differential was
so small as not to merit special treatment.

4. In all of the letters sent by the Director of Training to many people, both in and out of CIA, no note went to the one person who has continued to keep our lecturers on schedule at every course. The credit for this goes to _______ whose handling of this "last ditch" call gives us the firm assurance that the right person will be at the auditorium in ample time for his official appearance.

Chief, Orientation and Briefing Division

Approved For Release 2004/05/05, 1-14-REP55-00110A000100020004-9

25X1

25X1

SUPPLEMENT

to the

OFFICIAL REPORT

on the

TENTH AGENCY ORIENTATION COURSE

Attendance Report By Office, Grade, and Tenure

The attendance at the Tenth Agency Orientation Course, based upon the attendance cards, is as follows:

a) By Office:

D/GI 1	
ODD/A	
D/CI. 1 ODD/A 3 ODD/I 0 ODD/P 6 OTR 18 OCD 53 OER 66 ORE 3 OCI 30 OSI 24	
one/P	
orn 18	
000	
con	
URLS	
OCI	!
Contract to the term of the second	•
PI	
PP	帮
M	
PM 00. 60 TSS 12 I & S 23 Personnel 32 OC. 18 Gen. Serv. 15 Logistics 16 Gen. Coun. 1	ţ
TSS	!
T & S	
Panantai 32	,
An 1d	; -
We have a second	
Gen. Serv	j
Logistics 18	į.
Gen. Coun 1	
Compt 10	ŧ
Med.	
Med	•
Med	
Med	
Med	
Med	
Med	

^{*}Includes Area Divisions.

b) By Grade:

GS-3.	_		_			4		•		2*
OS-4.	•		_			_				25*
GS-5.		•		_	_	_	_		.1	27
GS-6.		_	-	•			_			25
GS-7.	-	•	-	-	_	-	_	_	-	99
GS-8.	•	_	-	-	•		•	•	_	7
GS-9.			•		1.	_	•	-	-	76
	4 :	-		•		•	-	-	-	2
									•	42
CS-12										
65-1 3	*	*	• ,	٠.	•	•	•	•	•	27
										27
CS-14	-	٠.	•	· ·	· .		•		-	19
GS-15		_	-			*			-	1
GS-18							*	_	-	
	*	_	Ψ.	-	-	-	-	-	-	1
Milita	u'y	•			*	•	*	•	٠.,	30

549**

- *The 27 persons in GS-3 and GS-4 attended at the request of their superiors.
 - **Cards were submitted by 3 persons with no indication of grade level.
 - e) By Old and New Employees (defining old employees as those who have been with the Agency over six months):

Old Employees. . .449 81.34%
Hew Employees. . .103 18.66%